

EXHIBIT 19

From: Heather L. Gunnell [/O=DARTMOUTH HITCHCOCK MEDICAL CENTER/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=HEATHER L. GUNNELL09]
Sent: 4/19/2017 3:06:49 PM
To: Daniel P. Herrick [Daniel.P.Herrick@hitchcock.org]; Leslie R. DeMars [Leslie.R.DeMars@hitchcock.org]
Subject: RE: REI / IVF Action Plan
Attachments: REI and IVF Pro-Forma Breakdown FY17.xlsx

I added a brief staffing plan for both a complete shutdown and a rebuild. My assumption is that MBP will be refocused to Gyn U/S.

Also included the expense breakdown for the cost of keeping the lab open for 1 year.

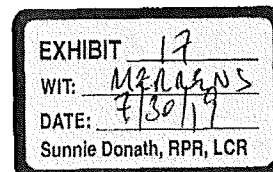
Heather

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From: Daniel P. Herrick
Sent: Wednesday, April 19, 2017 1:03 PM
To: Leslie R. DeMars <Leslie.R.DeMars@hitchcock.org>; Heather L. Gunnell <Heather.L.Gunnell@hitchcock.org>
Subject: REI / IVF Action Plan
Importance: High

Please see attached and share your thoughts on additional action items.

Daniel P. Herrick
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Document Produced in Native Format

Dartmouth-Hitchcock - Lebanon
Women's Health Services - REI Program
FY2016 & FY2017 Estimate - Based on Annual PFEA Detail
PRO-FORMA Profit & Loss Statement

	FY17 Annualized			Proposed Actions
	IVF (Includes Lab)	REI	Total	
Gross Patient Service Revenue	\$ 7,560,527	\$ 1,150,386	\$ 8,710,913	1. Discontinue IVF program
Less Deductions	\$ 3,950,118 52.2%	639,103 55.6%	4,589,221 52.7%	o Currently treating 6 patients which we will continue to support through completion of current course (estimated complete mid-May)
Net Patient Service Revenue	\$ 3,610,409 47.8%	\$ 511,283 44.4%	\$ 4,121,692 47.3%	
Fixed Direct Expenses	\$ 129,100	\$ 81,568	\$ 210,668	2. REI Program on Hiatus
Variable Direct Expenses				o Discontinue adding patients or scheduling new appointments for current patients; Plan for patient referrals within system
Salaries*	\$ 1,101,993	\$ 587,809	\$ 1,689,802	o Actively recruit physician leader to reinstate program based on business plan development / approval (potential candidate identified)
Fringe	229,897	\$ 338,829	568,726	
Medications	15,926		15,926	
Supplies	172,072	45,561	217,633	
Facility Expense	84		84	
Other Direct	235,028		235,028	
Variable Direct Expenses	\$ 1,755,000	\$ 972,199	\$ 2,727,199	
Statistically Allocated Expense	\$ 445,655	\$ 57,405	\$ 503,060	
Contribution Margin	\$ 1,280,654 35.5%	\$ (599,889) -117.3%	\$ 680,765 16.5%	3. Make Appropriate Staffing Adjustments
Overhead	\$ 306,264	\$ 196,652	\$ 502,916	
Operating Margin	\$ 974,390 27.0%	\$ (796,541) -155.8%	\$ 177,849 4.3%	
Professional Total FTEs			7.3	
*MD, AP and RN salaries split in half - 1/2 in IVF and 1/2 REI				
Total Lab FTEs			3.5	

IVF / REI Program Changes

Key Action Items	
1	Stop all new patient appointments
2	Refer current IVF patients to _____ effective _____
3	Refer current REI patients to _____ effective _____
4	Identify referral strategy for IVF patients
5	Identify referral strategy for REI patients
6	Develop / issue OB/GYN internal team communication
7	Develop / issue DH internal communication
8	Develop / issue DH External communication
9	Develop talking points for referral discussions with patients
10	Complete OB/GYN/LAB staffing plans
11	Develop implementation timeline and plan
12	Complete financial analysis / impact
13	Update FY18 budget
Current REI Patient Portfolio	
	Patients in April Cycle 12
	New patients - Scheduled 8
	Lebanon patients for care beyond 30 April 102
	New Patient Referrals - Not Scheduled 28
	150

Staffing Plan

Current Staff				
Position	Name	FTE	Role	
MD	Misty Blanchette-Porter	0.4	GYN US/REI	
	David Seifer	1.0	REI Division Director	
	Albert Hsu	1.0	REI	
	Elizabeth Todd	1.0	GYN/REI	
	Marticesol Lewis	1.0	REI	
RN	Marlene Grossman - Bedford	1.0	REI	
	Vacant - Lebanon	1.0	REI	
Embryology Lab Staff				
Director	Navid Esfandiari	1.0	Lab/UVM Lab	
Embryologist II	Pavel Zagadailov	1.0	Lab	
Asst. Lab Supervisor	Dennis Dela Cruz	1.0	Lab	
	Jennifer Blaiklock	0.5	Lab	
Total REI Division FTE		9.9		

Future Staff with Complete REI Shutdown				
Position	Name	FTE	Role	
MD	Misty Blanchette-Porter	0.4	GYN US	
AP	Elizabeth Todd	1.0	GYN - Generalist division	
Total FTE Remains		1.4		

Future Staff - Rebuild				
Position	Name	FTE	Role	
MD		1.0	Division Director	
MD		0.5	REI	
AP	Elizabeth Todd	1.0	GYN/REI	
RN		2.0	REI	
Embryology Lab Staff				
Director	Navid Esfandiari	1.0	Lab/UVM Lab	
Embryologist II	Pavel Zagadailov	1.0	Lab	
Asst. Lab Supervisor	Dennis Dela Cruz	1.0	Lab	
	Jennifer Blaiklock	0.5	Lab	
Total REI Division FTE		8.0		

Lab Expenses - Carry 1 year for Rebuild

Line Description	Annual FY18 Budget	
Operating Expenses	\$	-
Physician Salaries	\$	254,707
Staff Salaries	\$	232,209
Employee Benefits	\$	-
Medical Supplies	\$	39,500
Professional Liability	\$	-
Occupancy	\$	-
Other Miscellaneous	\$	13,728
Purchased Services	\$	12,000
Other Supplies	\$	14,488
Depreciation and Amortization	\$	-
Total Operating Expenses	\$	566,632